

BASIC SUPERVISION

1954-1956

First Week

Monday, 1 November

Organizing

| | |
|-------------|---|
| 0845 - 0930 | Introduction to Course |
| 0930 - 1045 | Lecture: Organisation Principles and the Agency |
| 1045 - 1130 | Reading on topic "Formal Organization" |
| 1130 - 1140 | Project assignment |
| 1140 - 1230 | Lecture: The First-Line Supervisor as a Manager |

Tuesday, 2 November

Organising (continued)

| | |
|-------------|---|
| 0830 - 0915 | Lecture: Informal Organization |
| 0915 - 1015 | Reading on topic "Informal Organization" |
| 1015 - 1115 | Discussion: |

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Directing

| | |
|-------------|--|
| 1125 - 1145 | Lecture: Directing in the Job of the First-Line Supervisor |
| 1145 - 1230 | Discussion: Penny the Crossword Puzzler |

Wednesday, 3 November

Directing

| | |
|-------------|---|
| 0830 - 0845 | Discussion of Project |
| 0845 - 0945 | Reading on topic "The Individual" |
| 0955 - 1040 | Discussion: Case of Jane the Floating Typist |
| 1040 - 1140 | Discussion: Problems in Getting Work Done through People |
| 1150 - 1230 | Reading on topic "The Individual," with particular reference to training responsibilities of the supervisor |

Thursday, 4 November

Directing (continued)

| | |
|-------------|-------------------------------------|
| 0830 - 0930 | Discussion: Training Problems |
| 0930 - 1015 | Reading on topic "The Team" |
| 1015 - 1100 | Case: <input type="text"/> |
| 1110 - 1230 | Movie: "All I Need is a Conference" |

25X1

Friday, 5 November

Directing (continued)

| | |
|-------------|-------------------------------------|
| 0830 - 0920 | Lecture: Group Needs and Leadership |
| 0930 - 1045 | Self-Analysis Quiz |
| 1045 - 1130 | Written assignment and reading |
| 1130 - 1230 | Review session |

8 November

Communication and Coordination

| | | |
|-------------|--|------|
| 0830 - 0915 | Case: <input type="text"/> | 25X1 |
| 0925 - 1025 | Lecture: Communication and Coordination | |
| 1025 - 1130 | Reading on topics "Communication" and "Responsibilities Upward" | |
| 1130 - 1230 | Lecture: The First-Line Supervisor's Responsibilities Upward | |

9 November

Planning

| | |
|-------------|--|
| 0830 - 0915 | Lecture: Planning in the Job of the First-Line Supervisor |
| 0930 - 1030 | Reading on topics "Planning" and "Controlling" |
| 1030 - 1045 | Evaluation of first week's reading Assignment on "Planning" |
| 1045 - 1130 | Case: Rosemary |
| 1130 - 1230 | Lecture: Case Study of a Plan |

10 November

Controlling

| | |
|-------------|--|
| 0830 - 0900 | Introduction to Controlling |
| 0900 - 0945 | Lecture: Control Problems and Situations |
| 0945 - 1030 | Reading on topics "Planning" and "Controlling" |
| 1030 - 1130 | Lecture: The Tools of Control--Personnel |
| 1140 - 1230 | Group Discussion: Control Aspects of Four Personnel Problems |

12 November

Controlling (Continued)

| | |
|-------------|--|
| 0830 - 0845 | Discussion of papers on "Planning" |
| 0845 - 0945 | Case: Affable Mike |
| 1000 - 1100 | Lecture: The Tools of Control--Methods and Work Flow |
| 1110 - 1200 | Cases: A Check on the First-Line Supervisor |
| 1200 - 1230 | Group Discussion: Repetitive Problems |

15 November

Controlling (Continued)

| | |
|-------------|---|
| 0830 - 0845 | Analysis of Second Week's Reading |
| 0845 - 1000 | Case: |
| 1010 - 1100 | Turn in material |
| 1100 - 1230 | Group discussion: Advancing Supervision |

25X1

SCHEDULE FOR BASIC SUPERVISION COURSE #3

First Week

Monday, 6 December

ORGANIZING

| | |
|-------------|--|
| 0845 - 0930 | Introduction to Course |
| 0930 - 1015 | Lecture: What the First-Line Supervisor Needs to Know about Organization |
| 1025 - 1130 | Reading on topic "Formal Organization" |
| 1130 - 1230 | Lecture: The First-Line Supervisor in the Management Picture |

Tuesday, 7 December

ORGANIZING (continued)

| | |
|-------------|--|
| 0830 - 0930 | Lecture: Informal Organization |
| 0940 - 1030 | Reading on topic "Informal Organization" |
| 1030 - 1120 | Discussion: Penny the Crossword Puzzler |

DIRECTING

| | |
|-------------|-----------------------------------|
| 1120 - 1130 | Introduction to Directing |
| 1130 - 1200 | Reading on topic "The Individual" |
| 1200 - 1230 | Discussion: Case |

Wednesday, 8 December

DIRECTING (continued)

0830 - 0930

Reading on topic of "The Individual"

0940 - 1045

Case:

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1055 - 1230

Group discussion: Problems in Getting Work
Done Through People

Thursday, 9 December

Directing (continued)

| | | |
|-------------|-----------------------------------|------|
| 0830 - 0920 | Case: <input type="text"/> | 25X1 |
| 0930 - 1030 | Group Discussion: Training | |
| 1045 - 1110 | Reading on topic of "The Team" | |
| 1110 - 1230 | Movie: All I Need is a Conference | |

Friday, 10 December

| | | |
|-------------|-------------------------------------|------|
| 0830 - 0945 | Self-Analysis Quiz | |
| 0950 - 1045 | Lecture: Group Needs and Leadership | |
| 1100 - 1145 | Case: <input type="text"/> | 25X1 |
| 1145 - 1230 | Review Session | |

Second Week

Monday, 13 December

COMMUNICATING AND COORDINATING

| | |
|-------------|--|
| 0830 - 0930 | Lecture: Communication and Coordination |
| 0940 - 1030 | Reading on topics of "Communication" and "Coordination" |
| 1030 - 1115 | Lecture: The First-Line Supervisor's Responsibilities Upward |
| 1125 - 1230 | Group discussion: Boss Relations |

Tuesday, 14 December

PLANNING

| | |
|-------------|---|
| 0830 - 0850 | Written assignment |
| 0850 - 0950 | Lecture: Planning in the Job of the First-Line Supervisor |
| 1000 - 1045 | Reading on topics of "Responsibilities Upward" and "Planning" |
| 1045 - 1135 | Case: <input data-bbox="727 1570 997 1623" type="text"/> |
| 1135 - 1230 | Lecture: Case Study of a Plan |

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Wednesday, 15 December

CONTROLLING

| | |
|-------------|---|
| 0830 - 0900 | Lecture: Controlling in the Job of the First-Line Supervisor |
| 0900 - 1000 | Case: |
| 1010 - 1100 | Reading on topic "Controlling" |
| 1100 - 1230 | Case: Resigning I.O. |

25X1

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26 August 1954

MEMORANDUM FOR: Training Liaison Officers (for distribution)

SUBJECT: Schedule for Management Courses

1. Basic Management. This course, formerly designated Management Course A, was first presented in January of this year. Basic Management deals with management responsibilities at the Branch Chief level. It is a forty hour course covering 10 sessions, 0830 - 1230 daily, with a maximum enrollment of twenty. It will be presented as follows:

| | | |
|-----|--------------------------|--------------------------------|
| #8 | 20 September - 1 October | Grades eligible: GS 13, 14, 15 |
| #9 | 18 October - 29 October | Grades eligible: GS 11, 12, 13 |
| #10 | 19 November - 3 December | Grades eligible: GS 12, 13, 14 |

2. Basic Supervision. The first presentation of a new management course, Basic Supervision, will commence 4 October.

- a. It is designed primarily for individuals in all components of the Agency, Grades 5 - 12, whose job requirements include, in addition to their other work, supervisory activity. Also eligible for the course are (a) those not now responsible for supervision but slated for such in the near future, and (b) members of staffs and administrative support groups who require some knowledge of management principles for effectiveness on the job.
- b. Basic Supervision is a forty hour course presented each morning (0830 - 1230) for a two-week period. A specified amount of reading outside class hours will be required.
- c. Particular emphasis in the course will be given to directing, communicating, and controlling as they may be applied to first-line supervisory problems and responsibilities. The course will be developed through lectures, reading, and discussion of cases.
- d. Class size will be limited to 18. An effort will be made to spread the enrollment among all interested Offices.
- e. TOP SECRET clearance is required.

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2. Basic Supervision is scheduled for three presentations this fall:

| | | |
|----|--------------------------|--------------------------------|
| #1 | 4 October - 15 October | Grades eligible: GS 7, 8, 9 |
| #2 | 1 November - 15 November | Grades eligible: GS 5, 6, 7 |
| #3 | 6 December - 17 December | Grades eligible: GS 10, 11, 12 |

8. Inquiries concerning the course should be directed to designated Training Officers in the Offices, Staffs, and Divisions. Training requests should be forwarded through the usual administrative channels and should reach the Registrar, OTR, before 1700 hours the Monday preceding commencement of the course. Further inquiries from Training Liaison Officers concerning the Basic Supervision Course should be directed to [redacted] Extension

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3. Please note that these two courses are designed for different groups of supervisors and are not to be taken in sequence. Basic Management is concerned with the problems of CIA management at approximately the Branch Chief level. Basic Supervision is concerned chiefly with problems of supervision at the first line or working level.

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MATTHEW BAIRD
Director of Training

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SCHEDULE FOR BASIC SUPERVISION COURSE #4
17-28 January 1955

First Week

Monday, 17 January

- 0645 - 0930 Introduction to Course
0930 - 1025 Lecture: Formal Organization
1035 - 1130 Reading (Formal Organization)
1130 - 1230 Lecture: The First Line Supervisor in the Management Picture

Tuesday, 18 January

- 0830 - 0930 Lecture: Informal Organization
0940 - 1030 Reading (Informal Organization)

1040 - 1130

DIRECTING

- 1140 - 1145 Introduction to Directing
1145 - 1230 Reading (Directing the Individual)

Wednesday, 19 January

DIRECTING (continued)

| | |
|-------------|--|
| 0830 - 0845 | Comments on Assigned Papers |
| 0845 - 0945 | Discussion: Jane the Floating Typist |
| 0955 - 1045 | Reading (Finish Informal Organization and Directing the Individual; if you have time, start the next section, Directing the Team) |
| 1055 - 1230 | Analysis of Typical Problems of Supervision |

Thursday, 20 January

DIRECTING (continued)

| | |
|-------------|---|
| 0830 - 0935 | Committee Assignment on Training Techniques |
| 0945 - 1035 | Assigned Case |
| 1045 - 1115 | Reading (Directing the Team) |
| 1115 - 1230 | "All I Need Is A Conference" |

Friday, 21 January

DIRECTING (continued)

| | |
|-------------|---|
| 0830 - 0915 | Discussion of Assigned Case |
| 0925 - 1015 | Lecture: Leadership in First-Line Supervision |
| 1025 - 1055 | Reading (Communication and Coordination) |
| 1105 - 1230 | Self-Analysis Quiz For Supervisors |

Monday, 24 January

DIRECTING (continued)

| | |
|-------------|--|
| 0830 - 0930 | Lecture: Responsibilities Upward |
| 0940 - 1050 | Committee Assignment: Relationships Upward |
| 1100 - 1145 | Lecture: Communication and Coordination |
| 1155 - 1230 | Review Session |

Tuesday, 25 January

PLANNING

| | |
|-------------|---|
| 0830 - 0930 | Reading (Responsibilities Upward and Planning) |
| 0940 - 1040 | Lecture: Planning |
| 1050 - 1130 | Planning Assignment |
| 1140 - 1230 | Case: <input data-bbox="727 451 1068 529" type="text"/> |

25X1

Wednesday, 26 January

CONTROLLING

| | |
|-------------|---|
| 0830 - 0940 | Lecture: An Operating Supervisor's Problems in Controlling |
| 0950 - 1030 | Reading (Controlling) |
| 1040 - 1130 | The Tools of Control: Personnel Procedures |
| 1140 - 1230 | Assigned Case |

Thursday, 27 January

CONTROLLING (continued)

| | |
|-------------|---|
| 0830 - 0850 | Analysis of Planning Papers |
| 0900 - 0950 | Lecture: The Tools of Control - Analysis of Work Methods and Work Flow |
| 1000 - 1105 | Case: |
| 1115 - 1230 | Committees: Control Aspects of Four Personnel Problems |

25X1

Friday, 28 January

CONTROLLING (continued)

| | |
|-------------|---------------|
| 0830 - 0940 | Assigned Case |
|-------------|---------------|

Summary

| | |
|-------------|---|
| 0950 - 1030 | Critique of Course and Turn in Materials |
| 1040 - 1140 | Committee Assignment: "Advancing Supervision" |
| 1145 - 1230 | Improving Supervision on the Job |

SCHEDULE FOR BASIC SUPERVISION COURSE #5
14 - 28 February 1955

First Week

Monday, 14 February

0845 - 0930 Introduction to Course

ORGANIZING

0930 - 1015 Lecture: Formal Organization

1025 - 1130 Reading (Formal Organization)

1130 - 1230 Lecture: Informal Organization

Tuesday, 15 February

0830 - 0930 Lecture: The First Line Supervisor in the
Management Picture

0940 - 1030 Reading (Informal Organization)

1030 - 1130 Assigned Case

DIRECTING

1130 - 1140 Introduction to Directing

1140 - 1230 Reading (Directing the Individual)

Wednesday, 16 February

DIRECTING (continued)

- 0830 - 0920 Reading on topics of "The Individual" and "The Team"
- 0930 - 0945 Comments on Mission - Function Papers
- 0945 - 1045 Assigned Case
- 1100 - 1230 Analysis of Typical Problems of Supervision

Thursday, 17 February

- 0830 - 0930 Group Discussion: Training Techniques
- 0940 - 1030 Assigned Case
- 1030 - 1110 Reading on topic of "The Team"
- 1110 - 1230 Movie: "All I Need is a Conference"

Friday, 18 February

- 0830 - 0930 Lecture: Leadership in First-line Supervision
- 0940 - 1030 Reading on topics of "Communication" and "Coordination"
- 1030 - 1145 Self-Analysis Quiz for Supervisors
- 1145 - 1230 Assigned Case

Second Week

Monday, 21 February

DIRECTING (continued)

- 0830 - 0930 Lecture: The First-Line Supervisor's Responsibilities Upward
- 0940 - 1050 Committee Assignment
- 1100 - 1140 Lecture: Communication and Coordination
- 1145 - 1230 Review Session

Wednesday, 23 February

PLANNING AND CONTROLLING

- 0830 - 0900 Assignment on Planning
- 0900 - 1000 Lecture: A Case in Planning
- 1010 - 1045 Reading on topics of "Responsibilities Upward" and "Planning"
- 1045 - 1135 Assigned Case
- 1140 - 1230 Lecture: Planning in the Job of the First-Line Supervisor

Thursday, 24 February

PLANNING AND CONTROLLING (continued)

- 0830 - 0940 Lectures: Controlling
An Operating Supervisor's Problems in
Controlling
- 0950 - 1105 Lecture: The Tools of Control - Analysis of Work
Methods and Work Flow
- 1115 - 1230 Assigned Case

Friday, 25 February

- 0830 - 0900 Analysis of Planning Papers
- 0900 - 1000 Lecture: Tools of Control - Personnel Procedures
- 1010 - 1110 Assigned Case
- 1115 - 1230 Committees: Control Aspects of Four Personnel
Problems

Monday, 28 February

- 0830 - 0940 Assigned Case
- 0950 - 1030 Critique of Course and Turn in Materials
- 1030 - 1200 Committees: Advancing Supervision
- 1200 - 1230 Improving Supervision on the Job


9 March 1955

MEMORANDUM FOR: All Training Liaison Officers

FROM: Director of Training

SUBJECT: Supervision Course for Intelligence Officers

1. An experimental presentation of a course in supervision for the Intelligence Officer with substantive responsibilities will be given 16 - 27 May.
2. This announcement supersedes the one already distributed announcing a Basic Supervision course for those dates.
3. The new course is designed for individuals whose main responsibility is substantive research but who also have some management responsibility as project leaders or who otherwise direct or lead other analysts or technical personnel. The course will adapt elements of both Basic Management and Basic Supervision as they apply to the substantive expert at a relatively high level.
4. This presentation will be open to all Offices for appropriate individuals at grades GS-12 through GS-14.


MATTHEW BAIRD

25X1A

BASIC SUPERVISION COURSE #6
21 March - 1 April '55

Monday, 21 March

0845 - 0930 Introduction to Course

ORGANIZING

0930 - 1015 Lecture: Formal Organization
1025 - 1030 Written Assignment
1030 - 1140 Reading: Formal and Informal Organization
1145 - 1230 Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 22 March

0830 - 0930 Lecture: Informal Organization
0940 - 1030 Reading: The Individual
1040 - 1130 Assigned Case

DIRECTING

1135 - 1145 Introduction to Directing
1145 - 1230 Reading: The Individual

Wednesday, 23 March

0830 - 0845 Comments on Assigned Papers
0845 - 0950 Assigned Case
1000 - 1050 Reading: The Team
1100 - 1230 Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 24 March

0830 - 0930 Group Discussion: Training Techniques for the First-Line Supervisor
0940 - 1020 Reading: The Team
1025 - 1110 Assigned Case
1110 - 1230 Movie: "All I Need is a Conference"

Friday, 25 March

0830 - 0930 Lecture: Leadership in First-Line Supervision
0940 - 1030 Reading: Communication and Coordination
1035 - 1115 Assigned Case
1115 - 1230 Self-Analysis Quiz

NOTE: Reading "Responsibilities Upward" to be done outside scheduled class time.

Second Week

Monday, 28 March

DIRECTING (cont'd)

- 0830 - 0930 Lecture: The First-Line Supervisor's Responsibilities Upward
- 0940 - 1050 Group Discussion: Boss Relations
- 1100 - 1140 Lecture: Communication and Coordination
- 1145 - 1230 Review Session

Tuesday, 29 March

PLANNING AND CONTROLLING

- 0830 - 0845 Assignment on Planning
- 0845 - 0930 Lecture: Planning in the Job of the First-Line Supervisor
- 0940 - 1030 Reading: Planning and Controlling
- 1035 - 1115 Lecture: A Case in Planning
- 1120 - 1230 Assigned Case

NOTE: Any remaining reading to be done outside scheduled class time.

Wednesday, 30 March

- 0830 - 0900 Lecture: Introduction to Controlling
- 0900 - 1000 Assigned Case
- 1010 - 1100 Lecture: Tools of Control
- 1100 - 1130 Analysis of Work Methods and Flow
- 1140 - 1230 Control Quiz

Thursday, 31 March

- 0830 - 0845 Analysis of Planning Papers
- 0845 - 0945 Assigned Case
- 0955 - 1100 Lecture: Tools of Control - Personnel
- 1110 - 1230 Assigned Case

Friday, 1 April

- 0830 - 0930 Assigned Case
- 0940 - 1100 Group Discussion: Advancing Supervision
- 1105 - 1145 Critique and Turn-in of Material
- 1145 - 1230 Group Discussion: Improving Supervision

Second Week

Monday, 25 April

DIRECTING (continued)

0830 - 0945

Lecture: The First-Line Supervisor's
Responsibilities Upward

0955 - 1100

Group Discussion: Boss Relations

1105 - 1145

Lecture: Communication and Coordination

1150 - 1230

Written assignment

Tuesday, 26 April

PLANNING AND CONTROLLING

0830 - 0845

Assignment on Planning

0845 - 0930

Lecture: Planning in the Job of the
First-Line Supervisor

0940 - 1030

Reading: Planning and Controlling

1035 - 1115

Lecture: A Case in Planning

1120 - 1230

Assigned Case

NOTE: Any remaining reading to be done outside scheduled
class time.

Wednesday, 27 April

0830 - 0900

Lecture: Introduction to Controlling
Assigned Case

0900 - 1000

1010 - 1130

Lecture: Tools of Control - Analysis of
Work Methods and Flow

1140 - 1230

Control Quiz

Thursday, 28 April

0830 - 0845

Analysis of Planning Papers

0845 - 0945

Assigned Case

0955 - 1100

Lecture: Tools of Control - Personnel

1110 - 1230

Group Discussion: Control Aspects of Super-
vision Problems

Friday, 29 April

0830 - 0940

Assigned Case

0950 - 1040

Critique and Turn-in of Material

1045 - 1200

Group Discussion: Advancing Supervision

1200 - 1230

Group Discussion: Improving Supervision

BASIC SUPERVISION #7

18 - 29 April 1955

First Week

Monday, 18 April

0845 - 0930

Introduction to Course

ORGANIZING

0940 - 1030

Lecture: Formal Organization

1035 - 1040

Written Assignment

1040 - 1140

Reading: Formal and Informal Organization

1145 - 1230

Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 19 April

0830 - 0930

Lecture: Informal Organization

0940 - 1030

Reading: The Individual

1040 - 1130

Assigned Case

DIRECTING

1135 - 1145

Introduction to Directing

1145 - 1230

Reading: The Individual

Wednesday, 20 April

0830 - 0845

Comments on Assigned Papers

0845 - 0950

Assigned Case

1000 - 1050

Reading: The Team

1100 - 1230

Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 21 April

0830 - 0945

Group Discussion: Training Techniques for the First-Line Supervisor

0955 - 1000

Introduction to "The Group"

1000 - 1105

Reading: The Team

1110 - 1230

Movie: "All I Need is a Conference"

Friday, 22 April

0830 - 0930

Lecture: Leadership in First-Line Supervision

0940 - 1030

Reading: Communication and Coordination

1035 - 1115

Assigned Case

1115 - 1230

Self-Analysis Quiz

NOTE: Reading assignment "Responsibilities Upward" to be done outside scheduled class time.

Supervision Course for Intelligence Officers

16-27 May 1955

Monday, 16 May

0845 - 0930

Introduction to Course

ORGANIZING

0940 - 1040

Lecture: Formal Organization

1050 - 1130

Reading: Formal Organization

1130 - 1230

Lecture: The Senior Analyst in the Management Picture

Tuesday, 17 May

0830 - 0900

Written Assignment

0910 - 1000

Reading: Informal Organization

1000 - 1100

Lecture: Informal Organization

1110 - 1230

Assigned Case

Wednesday, 18 May

DIRECTING

0830 - 0850

Introduction to Directing

0850 - 0950

Reading: Communication

1000 - 1100

Lecture: Means of Communication

1110 - 1230

Assigned Case

Thursday, 19 May

0830 - 0945

Committee Assignment: Problems of Directing

0955 - 1100

Reading: The Individual

1110 - 1230

Self-Analysis Quiz

Friday, 20 May

0830 - 0945

Committee Assignment: Typical Personnel Problem

0955 - 1040

Reading: The Team

1040 - 1140

Lecture: Leadership

1145 - 1230

Assigned Case

Second Week

Monday, 23 May

DIRECTING (cont'd)

0830 - 0920

0930 - 0950

0950 - 1100

1110 - 1230

Reading: Coordination

Written Assignment

Lecture: Coordination as an Integral Part of
Intelligence Production

Movie: "All I Need Is a Conference"

Tuesday, 24 May

0830 - 0945

0955 - 1030

1030 - 1130

1135 - 1230

Lecture: Responsibilities Upward

Reading: Responsibilities Upward

Assigned Case

Committee Assignment: Boss Relations

Wednesday, 25 May

PLANNING

0830 - 0915

0925 - 1015

1020 - 1120

Lecture: Planning Responsibility of the
First-Line Supervisor

Reading: Planning

Lecture: A Case in Planning

CONTROLLING

1130 - 1230

Group Discussion: Control Aspects of the
Supervisor's Job

Thursday, 26 May

0830 - 0900

0900 - 1000

1010 - 1130

1135 - 1230

Reading: Controlling

Lecture: Some Controls over Requirements
and Reports

Assigned Case

Lecture: Tools of Control - Personnel

Friday, 27 May

0830 - 0930

0940 - 1030

1040 - 1150

1150 - 1230

Committee Assignment: Control Aspects of
Personnel Problems

Critique and Turn-in

Committee Assignment: Advancing Supervision

Group Discussion: Improving Supervision

EASIC SUPERVISION #9

20 June - 1 July 1955

Monday, 20 June

0845 - 0940

Introduction to Course

ORGANIZING

0950 - 1030

Lecture: Formal Organization

1035 - 1040

Written Assignment

1040 - 1130

Reading: Formal and Informal Organization

1130 - 1230

Lecture: The First-Line Supervisor in the Management Picture

Tuesday, 21 June

0830 - 0940

Lecture: Informal Organization

0945 - 1030

Reading: The Individual

1040 - 1130

Assigned Case

DIRECTING

1135 - 1145

Introduction to Directing

1145 - 1230

Reading: The Individual

Wednesday, 22 June

0830 - 0845

Comments on Assigned Papers

0845 - 0950

Assigned Case

1000 - 1050

Reading: The Team

1100 - 1230

Group Discussion: Analysis of Typical Problems of Supervision

Thursday, 23 June

0830 - 0950

Group Discussion: Training Techniques for the First-Line Supervisor

1000 - 1005

Introduction to "The Team"

1005 - 1115

Reading: "The Team"

1115 - 1230

Movie: "All I Need is a Conference"

Friday, 24 June

0830 - 0930

Lecture: Leadership in First-Line Supervision

0940 - 1030

Reading: Communication and Coordination

1035 - 1115

Assigned Case

1115 - 1230

Self-Analysis Quiz

NOTE: Reading assignment "Responsibilities Upward" to be done outside scheduled class time.

Second Week

Monday, 27 June

DIRECTING (cont'd)

| | |
|-------------|---|
| 0830 - 0910 | Lecture: Communication and Coordination |
| 0920 - 1020 | Assigned Case |
| 1030 - 1130 | Lecture: The First-Line Supervisor's Responsibilities Upward |
| 1135 - 1230 | Group Discussion: Boss Relations |

Tuesday, 28 June

PLANNING and CONTROLLING

| | |
|-------------|--|
| 0830 - 0845 | Assignment on Planning |
| 0845 - 0930 | Lecture: Planning in the Job of the First-Line Supervisor |
| 0940 - 1040 | Reading: Planning and Controlling |
| 1045 - 1125 | Lecture: A Case in Planning |
| 1130 - 1230 | Assigned Case |

NOTE: Any remaining reading to be done outside scheduled class time.

Wednesday, 29 June

| | |
|-------------|--|
| 0830 - 0930 | Lecture: Controlling |
| 0940 - 1050 | Assigned Cases |
| 1100 - 1140 | Lecture: Tools of Control - Analysis of Work Methods and Flow |
| 1145 - 1230 | Movie: "Mr. Supervisor" |

Thursday, 30 June

| | |
|-------------|--|
| 0830 - 0845 | Analysis of Planning Papers |
| 0845 - 0945 | Assigned Case |
| 0955 - 1115 | Lecture and Discussion: Tools of Control - Personnel |
| 1125 - 1230 | Group Discussion: Control Aspects of Supervisory Problems |

Friday, 1 July

| | |
|-------------|---|
| 0830 - 0940 | Assigned Case |
| 0950 - 1040 | Critique and Turn-in of Material |
| 1045 - 1200 | Group Discussion: Advancing Supervision |
| 1200 - 1230 | Group Discussion: Improving Supervision |

BASIC SUPERVISION #10

26 September - 7 October 1955

Monday, 26 September

0845 - 1000 Introduction to Course

ORGANIZING

1010 - 1120 Reading: Introductory Material
Organizing

1130 - 1230 Lecture: The First-Line Supervisor in the
Management Picture

Tuesday, 27 September

0830 - 0930 Lecture: Formal Organization

0940 - 1020 Reading: Formal and Informal Organization

1030 - 1140 Lecture: Informal Organization

DIRECTING

1140 - 1145 Introduction to Directing

1145 - 1230 Assigned Case

Wednesday, 28 September

0830 - 0845 Comments on papers

0845 - 0950 Lecture: Communication

1000 - 1050 Reading: The Individual

1100 - 1230 Group Discussion: Analysis of Typical Problems
of Supervision

Thursday, 29 September

0830 - 0930 Assigned Case

0940 - 1050 Group Discussion: Training Responsibilities of
the First-Line Supervisor

1100 - 1145 Reading: The Team

1145 - 1230 Assigned Case

Friday, 30 September

0830 - 0930 Lecture: Leadership and the Needs of the Group

0940 - 1030 Assigned Case

1030 - 1115 Reading: Responsibilities Upward
Coordination

1115 - 1230 Supervision Self-Analysis Quiz

25 November 1955

MEMORANDUM FOR: Training Liaison Officers


SUBJECT: Schedule of Basic Supervision Courses

1. The following schedule of presentations of the Basic Supervision Course to be given 1 January - 1 July, 1956, supersedes any other announced schedule for this course.

2. As a result of new figures submitted, OTR can best serve all offices by the following grade allocations in the schedule:

| | |
|--------------------------|------------------|
| 28 November - 9 December | GS-12 through 14 |
| 9 - 20 January | GS-5 through 7 |
| 6 - 17 February | GS-9 through 11 |
| 12 - 23 March | GS-12 through 14 |
| 9 - 20 April | GS-9 through 11 |
| 7 - 18 May | GS-5 through 7 |
| 4 - 15 June | GS-9 through 11 |

3. If the number of students registered for Basic Supervision warrants it, additional presentations will be scheduled as facilities permit. In this case a notice will be sent out in advance of the special presentation to give you the necessary information.


MATTHEW BAIRD
Director of Training

25X1A

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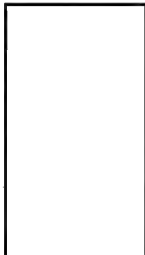
15 December 1955


MEMORANDUM FOR: Training Liaison Officers

SUBJECT: Additional Presentation of the Basic Supervision Course

1. The Basic Supervision Course for GS-5 through GS-7 applicants, scheduled for 9-20 January, has been heavily oversubscribed. It has been possible to secure space and arrange instructors' schedules to make an extra presentation.

2. The schedule for this course for the next two months is as follows:

| | | | | | |
|---------------------------|-----------|-------------------------|----------|---|------|
| (Previously scheduled) | GS-5 - 7 | 9-20 January | Room 155 |  | 25X1 |
| (Extra) | GS-5 - 7 | 23 January - 3 February | Room 130 | | |
| (Previously scheduled) | GS-9 - 11 | 6-17 February | Room 155 | | |


MATTHEW BAIRD
Director of Training

25X1A

C-O-N-F-I-D-E-N-T-I-A-L

28 March 1956

MEMORANDUM FOR: Training Liaison Officers

SUBJECT: Additional Presentation of Basic Supervision for GS 5-7

1. In addition to Basic Supervision scheduled for 7-18 May (GS 5-7), there will be an extra presentation for the same grade levels from 30 April - 4 May.

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2. The extra course will be given in Building Room 130. Because of space and staff limitations it is necessary to schedule this additional run on the basis of eight hours a day for one week. ONLY THIS ONE BASIC SUPERVISION PRESENTATION IS NOW SCHEDULED FOR ONE WEEK, FULL TIME.

3. For this extra course, students will be called on for several hours' reading (up to eight hours) before the course begins. Reading material will be sent in advance to students who are enrolled.

4. Please call the OTR Registrar as soon as possible and confirm your registrations for either one of the two courses:

25X1

Basic Supervision #19 (GS 5-7) One week only 0830-1645 Room 130,
30 April - 4 May

Basic Supervision #20 (GS 5-7) Two weeks 0830-1230 Room 155,
7-18 May

25X1A

Acting Director of Training

SECRETBasic Supervision Courses

| <u>Dates</u> | <u>Grades</u> |
|-----------------------------|---------------|
| 26 September-7 October 1955 | 9 thru 11 |
| 24 October-4 November 1955 | 12 " 14 |
| 28 November-9 December 1955 | 5 " 7 |
| 9-20 January 1956 | 7 " 9 |
| 6-17 February 1956 | 9 " 11 |

Basic Management Courses

| <u>Dates</u> | <u>Grades</u> |
|----------------------------|---------------|
| 12-23 September 1955 | 11 thru 13 |
| 10-21 October 1955 | 12 " 14 |
| 7-21 November 1955 | 13 " 15 |
| 12-23 December 1955 | 11 " 13 |
| 23 January-3 February 1956 | 12 " 14 |
| 20 February-2 March 1956 | 13 " 15 |

SECRET

26 April 1956

MEMORANDUM FOR: Training Liaison Officers (for distribution)

SUBJECT: Nominations for Basic Supervision Course

1. It is requested that the training request forms for Basic Supervision state clearly the student's supervisory duties, and the purpose to be served by sending him to the course. Basic Supervision has been heavily oversubscribed during the past four months. In spite of three extra presentations given so far this year, there have been more candidates than openings, and it has been necessary for OTR to distribute the available slots.

2. In general, students being nominated for Basic Supervision are of four types:

- a. Those who are carrying full responsibility as first-line supervisors, having a substantial delegation of responsibility and being required to spend half to full time on supervision;
- b. Individuals who have assumed limited supervisory duties;
- c. Individuals who are not now supervising, but who are slated to take over supervisory duties in the future;
- d. Individuals who are not supervising and for whom no immediate supervisory job is intended, but whose work is such as to make clarification of supervisory principles of some benefit.

3. Since Basic Supervision is designed for supervisors, to improve their effectiveness in a job currently being performed, OTR is giving priority to the first group. The course can accommodate a reasonable proportion of students of the second type, and a small number, preferably no more than two or three in any presentation, from the third and fourth groups.

4. The selection can be made more fairly, and the training made more effective, if the training request forms give a clear description of supervisory duties and the reason for the request at this time.

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5. Experience has shown that the student who gets the greatest benefit from the course is the one who understands from the start why he is there and how he will be asked to apply what he learns. It is urged that each individual coming to the course be briefed--preferably by his supervisor--as to why he is being sent.

25X1A

6. Please consult with [redacted] about any particular situation requiring clarification.

25X1A

[redacted]
MATTHEW BAIRD
Director of Training

C-O-N-F-I-D-E-N-T-I-A-L

12 July 1956

MEMORANDUM FOR: Training Liaison Officers
(for distribution)

SUBJECT: Additional Presentation of Supervision for
Intelligence Officers (GS 12-14)

25X1A

1. An extra presentation of Supervision for Intelligence Officers, grades GS 12-14, will be given 30 July - 10 August 1956, in Room 130, Building

2. This presentation of the course is designed for two types of individuals: (a) those whose main responsibility is substantive research but who also have some management responsibility as project leaders, and (b) those who guide or advise other Intelligence Officers or technical personnel in a staff or liaison capacity. It is open to all Offices for appropriate individuals at grades GS-12 through GS-14.

3. Minimum enrollment (for this presentation only) will be 12. Maximum enrollment, as heretofore, will be 18. Registrations should be made with the OTR Registrar before 1200 hours 25 July 1956.

4. The next regularly scheduled Supervision presentation for grades GS 12-14 will be given 7-18 January 1957.

25X1A

for MATTHEW BAIRD
Director of Training

C-O-N-F-I-D-E-N-T-I-A-L